

The author's descriptions of the operational environment — the steep mountains, rocky terrain and the cold weather — serve to highlight the exceptional efforts made by the special operations reconnaissance teams and the troops that were air-lifted into the valley. Among the several heroes in the book were the special operators that occupied overwatch positions above the valley in the days before *Operation Anaconda*. They were the first to realize that the enemy was not in the valley but was in fact on the high ground surrounding the objectives. It seems, however, that this realization came too late for planners to change the operation — a failure in flexibility.

The plan for *Operation Anaconda* was also based on faulty conclusions regarding the enemy's strength and its will to fight. In fact, as the intelligence and operations staffs wargamed the operation, they assumed that the enemy would flee into the mountains.

In addition to the faulty assumptions concerning the enemy, Naylor clearly articulates other flaws in the plan. Most significant was the lack of a strong fire support element to support Hagenbeck's troops on the ground. In a decision attributed to the highest levels of leadership at U.S. Central Command (CENTCOM), ostensibly for political reasons, artillery was not deployed in support of *Operation Anaconda*. Instead, troops on the ground had to rely on Apache helicopters and organic mortars for close air and fire support. While these proved effective, they were simply not enough. However, Naylor's account of the Apache's battle capabilities and the dedication and skill of the mortar troops is inspiring.

In its concept, *Operation Anaconda* was intended as a microcosm of joint operations, a beautiful dance of ground forces, special operators and air power. What the planning process produced was an operation built on a series of compromises that lacked the key elements for success. With the clarity of hindsight, however, the reader can discern why this came about. Higher headquarters, CENTCOM in particular, was becoming preoccupied by the approaching invasion of Iraq.

Having been present at rehearsals for the operation and for some of the actual combat, Naylor's reporting of the battles — written with a journalist's penchant for fact and a storyteller's flair for color — is riveting. His account of the action on Takur Ghar and Hell's Halfpipe will rank among the best combat stories ever written. *Not a Good Day to Die* is a must read for all Soldiers, Marines, Airmen and anyone who wants a glimpse into what the fight will be like in the GWOT.

## Contracting Community Highlights



In *Army AL&T Magazine's* "Contracting Community Highlights" section, each feature article is intended to provide in-depth information relative to a contracting organization, mission or process. This issue's feature article, "Donation Drive for Hurricane Katrina Victims," highlights the humanitarian efforts of the Army Contracting Agency-Information Technology, E-Commerce and Commercial Contracting Center (ITEC4), in spearheading a donation drive to assist evacuated residents of the Gulfport, MS, Armed Forces Retirement Home. A supplemental article from ITEC4 provides descriptions of multiple contracts awarded in support of Hurricane Katrina rescue and relief efforts.

In addition to the feature, we provide news from a number of our contracting organizations, including success stories and awards provided to individuals for exemplary work performance and various contracting achievements. This issue, our regular "DAR Council Corner" presents a *Federal Acquisition Regulation (FAR)* proposed rule to simplify government property regulations.

We appreciate support from the field in providing material for publication, and we hope you find the submissions informative and interesting.

### Tina Ballard

Deputy Assistant Secretary of the Army  
(Policy and Procurement)

### Donation Drive for Hurricane Katrina Victims

The Army Contracting Agency-Information Technology, E-Commerce and Commercial Contracting Center (ACA-ITEC4), wanting to help those impacted by Hurricane Katrina, spearheaded a donation drive to assist evacuated residents

of the Gulfport, MS, Armed Forces Retirement Home. More than 400 military retirees, spouses and widows/widowers of military retirees spent 14 hours on a caravan of buses, forced to flee their Gulf-front campus for the safety of their sister location in Northwest Washington, DC.

The Armed Forces Retirement Home has a distinguished reputation for providing affordable and comfortable retirement living to America's heroes.

The facilities provide a continuum of care, including outpatient dental and medical services, hospital and long-term nursing care, three meals a day, private rooms and recreational facilities. The Armed Forces Retirement Home provides retired enlisted men and women a caring and secure home in their twilight years.

Hurricane Katrina decimated the Gulfport campus, leaving the veterans homeless. The Gulfport veterans rode out the hurricane in their eleven-story high-rise home with windows breaking, glass flying and water entering the building's lower levels. As the storm subsided, it became clear that no one could remain on the Gulfport campus without running water or electricity. The Gulfport campus structures suffered substantial damage, which will cost millions of dollars and up to two years to repair. It is unknown if or when the Gulfport evacuees will be able to return to their once-beautiful home.

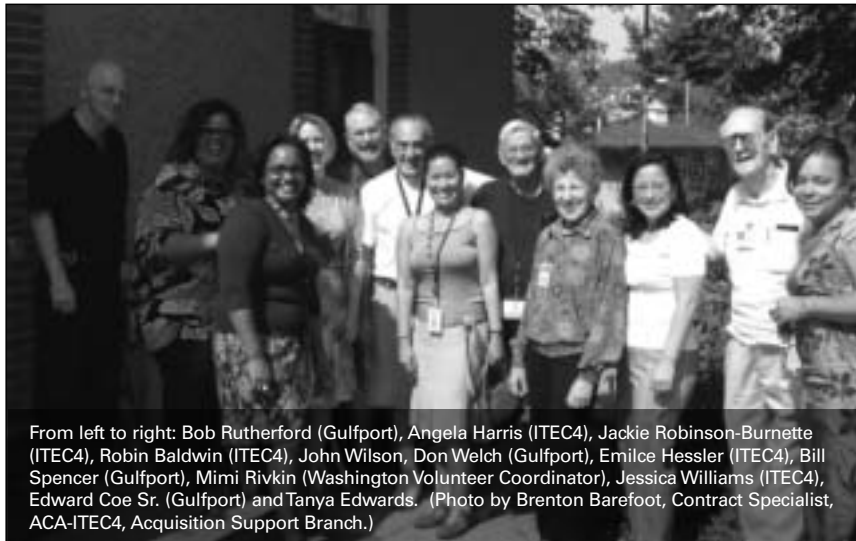
The Gulfport evacuees arrived in Washington with only those personal items they could salvage from their damaged

rooms. The Washington campus sent out a call for assistance and published a "wish list" of needed items. During a three-week period, ITEC4 personnel donated and collected

essential items. On Sept. 8 and Sept. 22, 2005, three SUVs were loaded with donations headed for Washington in hopes of making the displaced veterans more comfortable.

The veterans were elated to receive gifts including a microwave, postage stamps, clock radios, end tables, lamps, light bulbs,

socks, shower curtains, shower mats, towels, pens, stationery, personal toiletry items, flashlights, ironing boards, a television, periodicals, individual crafted gift baskets, five walkers, a tripod cane, jackets, shoes, underclothes, slacks, shirts, housecoats, slippers, robes, pajamas and many other items. It was rewarding to see these seniors smile and joke again after such a harrowing experience.



From left to right: Bob Rutherford (Gulfport), Angela Harris (ITEC4), Jackie Robinson-Burnette (ITEC4), Robin Baldwin (ITEC4), John Wilson, Don Welch (Gulfport), Emilce Hessler (ITEC4), Bill Spencer (Gulfport), Mimi Rivkin (Washington Volunteer Coordinator), Jessica Williams (ITEC4), Edward Coe Sr. (Gulfport) and Tanya Edwards. (Photo by Brenton Barefoot, Contract Specialist, ACA-ITEC4, Acquisition Support Branch.)

## News From the Field

**JCC-I/A Change of Command Ceremony.** The Joint Contracting Command-Iraq/Afghanistan (JCC-I/A) conducted its first change of command ceremony Feb. 2, 2006. Outgoing commander MG John M. Urias has led the JCC-I/A since its inception Jan. 29, 2005. Urias is departing Iraq for Huntsville, AL, where he plans to retire from active duty and join civilian industry. MG Darryl A. Scott, the recently departed Defense Contract Management Agency Director, is the new commanding general (CG). JCC-I/A is responsible for contracting efforts in Iraq and Afghanistan, supporting both Coalition Forces and reconstruction requirements. More recently, the command has taken on a new role assisting in the mentoring of contracting personnel in the Iraqi and Afghan Ministries of Defense and the Interior. To facilitate the process, they have embedded U.S. military acquisition professionals in each of these ministries. JCC-I/A has had an extremely successful first year and the command is



From left to right: ITEC4's Brenton Barefoot, Angela Harris and Emilce Hessler pose for a picture with Sallie Blythe, who was misplaced from the Gulfport Armed Forces Retirement Home after Hurricane Katrina. (Photo by Robin Baldwin, Division Chief, ACA-ITEC4, Acquisition Support Branch.)



MG Darryl A. Scott (left) stands ready as Multi-National Force-Iraq CG GEN George W. Casey Jr. accepts the command flag from MG John M. Urias during the JCC-I/A Change of Command Ceremony in Baghdad, Iraq. (U.S. Army photo by LTC Gordon Rawlinson, JCC-I/A, J3 Operations Officer.)

looking forward to building upon those successes with their new CG.

**President Bush Visits Fort Bragg, NC.** President George W. Bush visited Fort Bragg, June 28, 2005, and addressed the Nation before 700 Soldiers, Airmen and families at the Ritz-Epps Physical Fitness Center. President Bush discussed the progress of the war in Iraq and the global war on terrorism. The Army Contracting Agency-Southern Region (ACA-SR), Fort Bragg Directorate of Contracting (DOC) provided exceptional support for this presidential visit and ensured that numerous critical and time-sensitive actions were completed. MG Virgil Packett II, XVIII Airborne Corps Acting Commander, later recognized DOC employees Denese Kushinsky, Lonnie Robinson, Darlene Urquhart, Deborah Word, Dal Boyd and Sharon Carter for their outstanding professionalism, attention to detail and teamwork in successfully executing the event.

**Javits-Wagner-O'Day (JWOD) Champion Selected.** Recognizing her exceptional efforts in administering several NISH (formerly National Industries for the Severely Handicapped) contracts, the NISH South Region Office selected Fort Bragg DOC Contract Specialist Dale Boyd as a JWOD Champion. In honor of her selection as a JWOD Champion, NISH National published an article highlighting Boyd's efforts pertaining to the JWOD program in the September 2005 issue of *The Workplace* magazine.

**Lucinda Nance Recognized for Work on CARE.** Lucinda Nance, the Level 4 Agency/Organization Program Coordinator for Fort Bragg's purchase card program, was presented with a certificate and gift for her work with the DOD Committee for the Next Generation of CARE (Customer Automated Reporting Environment) at the Seventh Annual General Services Administration Conference in Boston, MA, Aug. 30-Sept. 1, 2005. Nance was selected to represent the Army and ACA-SR

on this committee because of her vast knowledge and experience with CARE. Access On-Line, the next generation of CARE, is scheduled to be implemented at Fort Bragg this year.

#### **ACA-SR Facilitates Small Business Procurement Conference.**

The ACA-SR Fort Campbell, KY, DOC helped facilitate a Small Business Procurement Conference Aug. 9, 2005. The conference was presented in cooperation with the Fort Campbell community, Murray State University Small Business Development Center, the Tennessee Valley Authority, the U.S. Small Business Administration, the Kentucky Procurement Assistance Program, the Kentucky Cabinet for Economic Development, DOD and the U.S. Defense Logistics Agency. Approximately 200 vendors and government agencies were represented. Congressman Ed Whitfield provided opening comments. Fort Campbell Garrison Commander COL Larry Ruggley emphasized the business community's importance to the installation. Steve Sullivan, ACA-SR HQ, the luncheon's keynote speaker, provided an ACA overview and key requirements for conducting business with the government. The Directorate of Public Works and U.S. Army Corps of Engineers presented a special forum to discuss modularity and its impact to Fort Campbell.

Throughout the day, panels of representatives from various agencies explained how purchases of commodities, services and construction are made and how vendors can find government business opportunities. A panel of prime government contractors also discussed potential subcontracting opportunities.

**ACA-ITEC4 Contracting Officer Wins Logistics Specialty Award.** Gloria McGee, ACA-Information Technology, E-Commerce and Commercial Contracting Center (ITEC4) Contracting Officer, received the 2005 Logistics Specialty Award for Contract Management from U.S. Coast Guard (USCG) RADM Dale G. Gabel, Oct. 26, 2005. McGee established 26 multivendor blanket purchase agreements for DOD and the USCG to purchase the evolving passive radio frequency identification (RFID) to enable supply chain visibility and management for the warfighter. As a direct result of her accomplishments, Product Manager Joint-Automatic Identification Technology was able to implement the DOD RFID policy to provide commanders and logisticians with in-transit visibility and accountability for the movement of supplies in CONUS and in worldwide areas of responsibility in support of the warfighter.

**Wartime Aircraft Replacement Contract Awarded.** Program Manager (PM) Apache was notified June 2, 2005, that FY05 Supplemental funds had been approved for the acquisition of 13 aircraft to replace those lost through attrition. An

integrated product team was formed immediately, including personnel from U.S. Army Aviation and Missile Command (AMCOM) Acquisition, PM Apache, Defense Contract Audit Agency Mesa, Defense Contract Management Agency Mesa and Boeing Mesa. AMCOM contracting representatives included Contracting Officer Becky Shockley and Contract Specialist James Bailey. The Request for Proposal was issued June 10, 2005, and award was made Sept. 23, 2005.

**ACH Production Contracts Awarded.** The Natick, MA, Contracting Division has completed the Advanced Combat Helmet (ACH) program's contracting phase, awarding three Indefinite Delivery, Indefinite Quantity contracts for a combined initial delivery of 360,000 helmets. The ACH combines lighter-weight materials with improved ballistic protection and will replace the familiar Personnel Armor System, Ground Troops helmet as the standard Army combat head protection. The ACH will be compatible with all Soldier individual techniques and individual equipment, as well as be durable enough to withstand foreseeable use and misuse in diverse military operational environments. This program, with a potential value of more than \$200 million, will provide up to 880,000 helmets throughout the 5-year performance period. Through extensive negotiations, the Natick Contracting Division was able to achieve a unit price reduction of up to 32 percent from the original General Services Administration schedule pricing. This equates to more than \$17.5 million in cost savings for this contract alone. The successful offerors include Specialty Defense, Dunmore, PA; Mine Safety Appliances, Murrysville, PA; and Gentex Corp., Carbon-dale, PA. Three concurrent production contracts will ensure an adequate industrial base for this critical Soldier support equipment item.

## DAR Council Corner

### **FAR Proposed Rule Simplifies Government Property Regulations**

The *Federal Acquisition Regulation (FAR)* proposed rule 2004-025 to significantly revise FAR Part 45, which addresses contractor requirements for managing government property, was published Sept. 19, 2005. Public comments were due Nov. 19, 2005.

This proposed rule simplifies procedures, clarifies language and eliminates obsolete requirements related to contractors managing and disposing of government property. Various FAR parts are

amended to implement a policy that fosters efficiency, flexibility, innovation and creativity, while continuing to protect the government's interest in the public's property. The proposed rule specifically impacts contracting officers, property administrators and contractors responsible for managing government property.

The new language reflects a life-cycle, performance-based approach to property management and permits the adoption of more typically commercial business practices. The proposed rule requires contracting officers (KOs), property administrators and other personnel involved in awarding or administering contracts with government property to be aware of industry-leading practices and standards for managing that property.

Other associated impacts include:

- Stricter policy for determining whether to provide property to contractors.
- Possible KO revocation of the government's assumption of risk when the property administrator determines that the contractor's property management practices are inadequate and/or present an undue risk to the government.
- An outcome-based framework for managing property in contractor possession.
- Contractor identification of the standard or practice proposed for managing government property.

To review the proposed rule, see the *Federal Register* for Sept. 19, 2005, Pages 54878-54889.

### ***Defense Federal Acquisition Regulation Supplement (DFARS)*** **— Government Property Reports**

In *DFARS 2005-D015*, DOD is proposing to amend the *DFARS* to revise DOD-contractor reporting requirements for government property. DOD contractors maintain DOD's official property records for property in their possession per the terms of their contracts. However, DOD contractors are currently only required to report summary-level totals for each of the various types of government property. The proposed rule requires DOD contractors to report more detailed information that DOD needs to improve the accountability and control of DOD property in contractor possession. The rule also adds requirements for DOD contractors to maintain records in DOD real-property inventory systems for all real property provided under DOD contracts. Keep watch for publication of this proposed rule.

*This information is provided by Army DAR Policy Member Barbara Binney, (703) 604-7113.*